

INFORMATION REGARDING

GUSTAV HENINGBURG ASSOCIATES, INC.

GUSTAV HENINGBURG ASSOCIATES, INC. (GHA), is a 100% minority owned management consulting firm specializing in areas of communications, public policy development, construction industry affirmative action programs, minority business development and conflict resolution.

Background information on GHA personnel is enclosed.

The business telephone number for GHA is (201) 624-6715.

Thank you for your interest.



Gustav Henningburg
President
Gustav Henningburg Associates, Inc.
and
Anngus Communications, Inc.

GUSTAV HENNINGBURG, President of Gustav Henningburg Associates, Inc., and Anngus Communications has received wide recognition for a distinguished career encompassing civil rights, community leadership, urban affairs, higher education, public affairs and television broadcast journalism. He has been cited repeatedly by leaders in the public and private sectors and the media for extraordinary service to society.

In Gustav Henningburg Associates, Henningburg has assembled a talented group of black and Hispanic professionals who provide consultation services in areas of communications, public policy development, affirmative action — with special expertise in the construction industry — conflict mediation, and political and public opinion polling services in minority communities.

Anngus Communications, also founded by Henningburg in 1980, is a joint venture with Keyes, Martin and Company, one of New Jersey's major advertising and public relations firms. Anngus is a full service firm, providing a broad range of communications services.

Prior to establishing his consulting firm in 1980, Henningburg served for 12 years as President and Chief Executive Officer of the Greater Newark Urban Coalition. In that role, he earned the trust and respect of welfare recipients and corporate presidents . . . of community based street organizers and mayors and governors. He was the prime architect of the "Newark Plan", which provided training and employment for hundreds of black and Hispanic construction workers. This plan became the model later adopted by the State of New Jersey, and has been widely hailed as the most effective construction affirmative action plan in America. He mediated the settlement of the nation's longest public housing rent strike at Newark's Stella Wright Homes, leading a federal court judge to comment that his "credibility and his quiet, effective leadership brought order out of chaos, and produced solutions where many thought none existed." The Greater Newark Chamber of Commerce's Metro Magazine described him as a "communicator, advocate and idea giver of extraordinary skill." He has been described by three former governors of New Jersey as one of the Garden State's most important citizens.

Before coming to the Urban Coalition as its first president in 1968, Henningburg served for five years as assistant to the president of the NAACP Legal Defense and Educational Fund. He also served for five years as vice-president of Harold L. Oram, Inc., a fund-raising and public relations firm with offices in New York, Washington, D.C. and San Francisco. Following seven years service as an Army Counter Intelligence Corps officer, Henningburg served as Director of Alumni Affairs for the United Negro College Fund.

He was born at Tuskegee Institute, Ala., where his father taught. He grew up in North Carolina, and his family moved to New York during his senior year in high school. He graduated from Hampton Institute in 1950, and in 1970 received his Alma Mater's Distinguished Alumni Award. Two years later he received the distinguished citizens award from Fairleigh Dickinson University. He has received more than 100 other awards and citations from groups as diverse as the Salvation Army, American Civil Liberties Union and the Black Organization of Students at Rutgers University.

In a parallel career, Henningburg has served since 1972 as host of WNBC-TV's award winning public affairs program "Positively Black." He was nominated for an "Emmy" in 1977 by the Academy of Television Arts and Sciences. In 1980 he received the National Urban Coalition's Urban Journalism Award for his series of television commentaries on the problems of the cities.

He also served for two years as Senior Correspondent on New Jersey Nightly News, aired daily on WNET Channel 13 and New Jersey Public Television. In that capacity, he was honored by the New Jersey Bar Association for his coverage of the first televised court-room trial in New Jersey history.

Henningburg has served as a trustee of three colleges, and has been an Adjunct Professor at City College in New York, and Seton Hall University. He is a popular public speaker, a past director of the Regional Plan Association and currently serves on the RPA New Jersey Committee.

In his spare time, he is a sailor, horseman, motorcyclist, tennis buff and swimmer. Of all his awards, he is most proud of a small plaque he received from the Welfare Rights Organization in 1974. It reads " . . . Gus listens to us, fights for us, and we love him."

ASSOCIATES

GUSTAV HENINGBURG ASSOCIATES, INC.

FLORA BALDWIN is a graduate of Hampton Institute (now Hampton University), holds a Masters Degree from the School of Education at Seton Hall University and is currently enrolled in the Construction Certification program at New Jersey Institute of Technology. She has served as an Adjunct Faculty Member and Counselor at Essex County College; as Senior Financial and Marketing Analyst for the Newark Housing and Redevelopment Authority; Neighborhood Advisor to the National Urban Coalition, Rehabilitation Manager and Assistant Director of Community Development for the City of East Orange, and on the Housing Task Force for the City of Newark.

BEVERLY BALLARD has a degree in Political Science from Rutgers University. She has worked for an employment agency and the local anti-poverty agency. For eight years she worked for the Greater Newark Urban Coalition as Administrative Assistant to the President and Secretary to the Board of Trustees.

ARTHUR BOWERS is a 1972 graduate of Rutgers University with further study in estimating and construction at the New Jersey Institute of Technology. He is an Air Force veteran, and has worked at Rutgers University, Essex County College, and with the City of Newark. For eight years he served as Equal Employment Coordinator for Frank Briscoe Company, Inc., one of America's largest construction companies, and was responsible for their successful minority participation efforts in the building of the University of Medicine and Dentistry of New Jersey; Newark International Airport; Giants Stadium and the Meadowlands Race Track, and many others.

ERNEST PETERS has certificates from the Newark College of Engineering (now NJIT), and the Rutgers School of Business Administration. He has twenty-four years of widely diversified experience in private commercial and industrial employment related to manufacturing, sales and personnel management. He has served as general manager of construction firms, minority business entrepreneur consultant and as a principal in a general contracting and construction management firm.

RICHARD ROPER did his undergraduate work in Economics at Rutgers University, and holds a Masters Degree in Public Administration from the Woodrow Wilson School at Princeton University. He has worked in State government; served for four years as the Legislative Aide to former Newark Mayor Kenneth A. Gibson; for two years he served as Director of the office of State and Local Government Assistance for the U.S. Department of Commerce; and Director of the Program for New Jersey Affairs of the Woodrow Wilson School of Public and International Affairs.

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TRINIDAD GONZALEZ did her undergraduate work at Hunter College and received her Law Degree from Rutgers University Law School. She is the former Executive Director of ASPIRA of New Jersey; Director of Legal Education for the Puerto Rican Legal Defense and Educational Fund, Inc.; and Executive Director of the Puerto Rican Legal Committee in Newark. Her career has concentrated on improving educational, training and employment opportunities for Hispanic youth.

ERNEST PETERS has certificates from the Newark College of Engineering (now NJIT), and the Rutgers School of Business Administration. He has twenty-four years of widely diversified experience in private commercial and industrial employment related to manufacturing, sales and personnel management. He has served as general manager of construction firms, minority business entrepreneur consultant and as a principal in a general contracting and construction management firm.

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KEY PERSONNEL

Gustav Henningburg

Gus Henningburg is the founder and president of GHA. In addition to the broad experience reflected in the enclosed resume he enjoys the following specialized construction affirmative action experience.

Served as prime architect for the development and implementation of Newark construction affirmative action plans. Consultant to the Mayor and Municipal Council of the City of Newark in preparation of the Newark Affirmative Action Ordinances.

Chairman of the Committee appointed by the County Executive, Peter Shapiro, to study the County's affirmative action programs. All recommendations from the Committee have been adopted as County policy.

Consultant to the legislative sponsors of the State Affirmative Action Law (PL 1975, Ch. 127).

Negotiated and implemented affirmative action agreements for the construction of Newark International Airport; Essex County College Megastructure; University of Medicine and Dentistry of New Jersey; Meadowlands Race Track and Stadium; Passaic Valley Sewerage Commission.

Chaired Black and Puerto Rican Construction Coalition; the Gateway-Newark Airport Action Coalition; Charter Member of the City of Newark Affirmative Action Review Council.

Chaired the Council for Airport Opportunity, created by the Port Authority of New York-New Jersey to assure minority opportunities at the three airports serving the metropolitan New York region.

Served as Chairman of the Newark Construction Trades Training Corporation (1972-1979).

Consultant to Foster-Wheeler Energy Corporation regarding minority participation in construction of coal-gasification plant in Memphis, Tennessee.

Consultant to the Port Authority of New York-New Jersey on minority construction and other affirmative action matters.

Consultant to the Marriott Hotel Corporation to assure appropriate minority contractor and craftsmen participation in the construction of the Marriott Hotel at Newark International Airport.

Consultant to the State of New Jersey and City of Camden regarding minority participation in the construction of the Camden prison.

Consultant to Essex County College to assure minority participation in its Phase II construction activities.

Consultant to PEOPLExpress Airlines regarding minority participation in re-construction of Terminal C at Newark International Airport.

GUSTAV HENINGBURG ASSOCIATES, INC.
CONSTRUCTION-RELATED CLIENT LISTING
(Past & Present)

May 1985

Camden Regional Legal Services - Camden Prison - Camden, NJ
County of Essex - Department of Planning & Economic Development
(Resource Recovery Facility) - Belleville/Newark, New Jersey
Essex County College - Gymnasium Construction, Newark, NJ
Essex County College - Renovation, West Essex Extension Center
West Caldwell, NJ
Foster Wheeler Energy Corp. - Livingston, NJ
Synthetic Fuels Plant, Memphis, TN
Marriott Hotel Corporation - Washington, DC - Construction of Airport
Hotel, Newark Int'l Airport
PEOPLEExpress Airlines - Completion of Terminal C, Newark Int'l
Airport
University of Medicine & Dentistry of NJ - Camden, NJ
University of Medicine & Dentistry of NJ - Newark, NJ
University of Medicine & Dentistry of NJ - Piscataway, NJ

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GUSTAV HENINGBURG ASSOCIATES, INC.
Complete Client Listing
(Past & Present)

May 1985

Associated Professionals/Metro. Comprehensive Health Group - Newark, NJ
Benjamin Books, Inc. - Newark, NJ
Camden Regional Legal Services, Inc. - Camden, NJ
CBS Toys - Secaucus, NJ (formerly Ideal Toy Corporation)
City National Bank - Newark, NJ
Cliffside Health Centers - Cliffwood Beach, NJ
Comsoft, Inc. - Plainfield, NJ
County of Essex - Department of Planning & Economic Development
Ebony Services & Maintenance Corporation - Linden, NJ
Essex County College - Newark, NJ
Florence & John Schumann Foundation - Montclair, NJ
Foster Wheeler Energy Corp. - Livingston, NJ
Fugazy Express Inc. - New York, NY
H.F. Henderson Industries - West Caldwell, NJ
Marriott Hotel Corporation - Washington, DC
New Day, Inc. - Newark, NJ
Newark Specialty Company - Newark, NJ
Orange & Rockland Utilities, Inc. - Pearl River, NY
PEOPLEExpress Airlines - Newark, NJ
Port Authority New York-New Jersey
State of New Jersey - Department of Energy
State of New Jersey - Division on International Trade

(continued on next page)

Supermarkets General Corporation - Woodbridge, NJ

T&T Shirt Art, Inc. - East Orange, NJ

University of Medicine & Dentistry of New Jersey - Newark, NJ

MEDIA CLIENTS

Amsterdam News (newspaper) - New York, NY

Star-Ledger (newspaper) - Newark, NJ

WNBC-TV (television) New York, NY

WNET/Channel 13 - New York City/Newark, NJ

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Background information on GHA personnel is enclosed.

The business telephone number for GHA is (201) 624-6715.

Thank you for your interest.

ABOUT GUSTAV HENINGBURG ASSOCIATES

Gustav Heningburg Associates, Inc. (GHA), is a 100% minority owned management consulting firm incorporated in the State of New Jersey and located in Suite 200, 40 Clinton Street, Newark, New Jersey 07102.

GHA provides professional management consulting services and training in all matters relating to the utilization of minority workers, contractors, vendors, suppliers and administrators in the construction industry. Its principals enjoy more than 50 cumulative years of experience in affirmative action matters related to the construction industry.

GHA is certified as a bona-fide minority firm by the New York-New Jersey Minority Purchasing Council, the New Jersey Transit Corporation, the City of Newark Minority Contractors and Craftsmen's Trade Association, and the Port Authority of New York-New Jersey.

Gustav Heningburg is Founder and Chief Executive Officer of GHA. Background information about the principals, officers and staff of the firm is included, in addition to biographical material on the principal. (See Exhibit I)

GHA was the first firm certified by the State of New Jersey Affirmative Action Office as an outreach, classification and referral source for minority construction workers, pursuant to P.L. 1975, Ch. 127. (See Exhibit II)

SERVICES PROVIDED

GHA's Construction Division personnel enjoy more than 50 years of cumulative successful experience in the complex task of assuring appropriate minority participation in construction projects. We are familiar with construction industry practices, applicable affirmative action laws, regulations and procedures and with the public agency staff personnel who have the responsibility for implementing these policies.

We enjoy a comprehensive knowledge of the availability and capabilities of the construction-related minority business firms in this area. GHA maintains computerized lists of available minority workers by craft, skill level and experience. We also maintain contacts and communication with construction union officials.

This extensive background permits GHA to offer the following services in construction activity where minority participation is desired.

MINORITY BUSINESS/CONTRACTOR PARTICIPATION

- A. Design and implement realistic programs to assure that MBE goals can be achieved.
- B. Prepare the appropriate language regarding affirmative action for inclusion in the General Bid Conditions for all contractors relating to the project.
- C. Once the General Contractor/Construction Manager has been selected, GHA will assist in identifying those portions of the work which can be accomplished by competent and certified minority contractors in this region.

- D. Develop standard operating procedures to be used in the bid process to assure appropriate minority opportunity.
- E. Provide information and technical assistance...where needed...to MBEs in areas of bid estimating, cost control analysis, financial projections, and other administrative and management skills as required.
- F. Identify non-contractor MBEs who provide construction-related services or products (security, trucking, banking, food services, etc.), and assure that they are provided the opportunity to compete for work related to the project.

MINORITY CRAFTSMEN PARTICIPATION

- A. Design and implement programs to assure that the requirement that 32% of the man hours worked, by trade, will be successfully carried out, as required by affirmative action policies of the State of New Jersey.
- B. Assist the GC/Construction Manager and all subcontractors in achieving the 32% craftsmen goals by meeting with all Business Agents of the Essex County Building Trades Council to encourage their cooperation in referring minority workers as required.
- C. To establish procedures to be followed by contractors, workers and the unions in the event the traditional referral sources are unable to provide sufficient minority personnel.
- D. To serve as an alternative referral source, if necessary, to all minority and non-minority contractors.
- E. Prepare all reports required regarding minority worker participation.

Arthur Bowers

Arthur Bowers is a 1972 graduate of Rutgers University with further study in estimating and construction at the N.J. Institute of Technology. He is an Air Force Veteran, and has worked at Rutgers University, Essex County College, and with the City of Newark. For eight years he served as Equal Employment Coordinator for Frank Briscoe Company, Inc., one of America's largest construction companies, and was responsible for their successful minority participation efforts in the building of the University of Medicine and Dentistry of New Jersey; Newark International Airport; Giants Stadium and the Meadowlands Race Track and many others.

Ernest Peters

Ernie Peters has certificates from NJIT and the Rutgers School of Business Administration. He has twenty-four years of widely diversified experience in private commercial and industrial employment related to manufacturing, sales and personnel management. He has served as general manager of construction firms, minority business consultant and as a principal in a general contracting and construction management firm.

Trinidad Gonzalez

Trini Gonzalez did her undergraduate work at Hunter College and received her Juris Doctorate from Rutgers University Law School. She is the former Executive Director of ASPIRA of New Jersey; Director of Legal Education for the Puerto Rican Legal

Defense and Education Fund, Inc., and Executive Director of the Puerto Rican Legal Committee in Newark. In addition, she served as Executive Director of the Mt. Pleasant Community Development Corporation, directing physical rehabilitation and construction projects in Hispanic areas of Newark. Her career has concentrated on improving educational, training and employment opportunities for Hispanic youth.

The specialists described above will be assigned as required to this project, under the direct supervision of Gus Heningburg. Their efforts will be complemented, as and if required, by these additional GHA Associates:

Richard Roper

Richard Roper did his undergraduate work in Economics at Rutgers University, and holds a Masters Degree in Public Administration from the Woodrow Wilson School at Princeton University. He has worked in State government; served for four years as the Legislative Aide to Newark Mayor Kenneth A. Gibson; for two years as Director of the Office of State and Local Government Assistance for the U.S. Department of Commerce; and Director of the Program for New Jersey Affairs of the Woodrow Wilson School of Public and International Affairs.

Flora Baldwin

Flora Baldwin is a graduate of Hampton Institute, holds Masters Degree from the School of Education at Seton Hall University, with further study at New Jersey Institute of Technology in construction related matters. She has served as an Adjunct Faculty

REPORTING

GHA has developed computer programs specifically for the purpose of reporting minority worker participation on construction projects.

These reports are prepared monthly, showing total hours worked, by contractor and by trade; minority hours by contractor and by trade; and wages earned by minority workers.

A copy of a report from another project is enclosed as Exhibit IV. It illustrates the format of the reporting system.

KEY GHA PERSONNEL

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Member and Counselor at Essex County College; as Senior Financial and Marketing Analyst for the Newark Housing and Redevelopment Authority; Neighborhood Advisor to the National Urban Coalition and Rehabilitation Manager for the City of East Orange.

Beverly Ballard

Beverly Ballard has a Bachelor's Degree in Political Science from Rutgers University. She has worked for an employment agency and the local anti-poverty agency. For eight years she worked for the Greater Newark Urban Coalition as administrative assistant to the president and secretary to the Board of Trustees.

A list of all past and present clients of GHA is enclosed as Exhibit III. Those for whom we provided construction-related services are indicated. If requested, GHA will provide the names of contact people for clients we worked with on construction-related matters. We encourage such inquiries.

In every instance where we have provided construction-related services, the minority participation goals for both contractors and workers have been met or exceeded.